

## **PROPOSAL PACKAGE**

**CC-DENA001-16**

*Department of the Interior*

National Park Service  
Denali National Park

**Proposal to Operate Transportation, Bus Tours,  
Retail, Food and Beverage, Camping and Other Services**

### PROPOSAL SUBMISSION TERMS & CONDITIONS

- 1) The Offeror's Transmittal Letter set forth below indicates your acceptance of the terms and conditions of the concession opportunity as set forth in this Prospectus. It indicates your intention to comply with the terms and conditions of the Contract. **The letter, submitted without alteration, must bear original signatures and be included in the Offeror's Proposal Package.** The National Park Service (Service) will review the entire Proposal Package to determine whether your proposal in fact accepts without condition the terms and conditions of this Prospectus. If not, your proposal may be considered non-responsive, even though you submitted an unconditional Offeror's Transmittal Letter.
- 2) The Proposal Package is drafted upon the assumption that an Offeror is the same legal entity that will execute the new concession Contract as the Concessioner. If the entity that is to be the Concessioner is not in existence as of the time of submission of a proposal, the proposal must demonstrate that the individual(s) or organization(s) (hereinafter Offeror-Guarantor) that intends to establish the entity that will become the Concessioner has the ability and is legally obliged to cause the entity to be financially and managerially capable of carrying out the terms of the Contract. In addition, the Offeror-Guarantor must unconditionally state and guarantee in its proposal that the Offeror-Guarantor will provide the Concessioner with all funding, management, and other resources that the Draft Contract requires and the proposal offers.

**OFFEROR'S TRANSMITTAL LETTER**

To:

Regional Director  
National Park Service, Alaska Region  
240 West 5<sup>th</sup> Street, Suite 114  
Anchorage, Alaska 99501

Dear Director:

The name of the Offeror is \_\_\_\_\_. If the Offeror has not yet been formed, this letter is submitted on its behalf by \_\_\_\_\_ as Offeror-Guarantor(s), who guarantee(s) all certifications, agreements and obligations of Offeror hereunder and make(s) such certifications, agreements and obligations individually and on behalf of the Offeror.

The Offeror hereby agrees to provide visitor services and facilities within the Park in accordance with the terms and conditions specified in the Draft Concession Contract CC-DENA001-16, (Draft Contract) provided in the Prospectus issued by the public notice as listed in the Federal Business Opportunities ([www.fedbizopps.gov](http://www.fedbizopps.gov)), and to execute the Draft Contract without substantive modification (except as may be required by the National Park Service pursuant to the terms of the Prospectus and the Offeror's Proposal). If the Offeror is not yet in existence, the undersigned, acting as guarantor(s) of all certifications, agreements and obligations of Offeror hereunder, makes such certifications, agreements and obligations individually and on behalf of the Offeror.

The Offeror is enclosing the required "PROPOSAL" which, by this reference, is made a part hereof.

The Offeror certifies that the information furnished herewith is complete, true, and correct, and recognizes that false statements may subject the Offeror to criminal penalties under 18 U.S.C. 1001. The Offeror agrees to meet all the minimum requirements of the Draft Contract and the Prospectus. The Offeror certifies that it has provided all of the mandatory information specified in the Prospectus.

The Offeror certifies in accordance with 2 C.F.R. Part 1400 the following:

- None of the individuals or entities acting as Offeror or with an ownership interest in the Offeror is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from a public transaction by a federal department or agency.
- Within the three years preceding submission of the Proposal, none of the individuals or entities acting as Offeror or with an ownership interest in the Offeror has been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction, or for violation of federal or state antitrust statutes or for commission of embezzlement, theft, forgery, bribery, falsification of records, making false statements, or receiving stolen property.
- None of the individuals or entities acting as Offeror or with an ownership interest in the Offeror is presently indicted for or otherwise criminally or civilly charged by a federal, state or local unit of the government with commission of any of the aforementioned offenses.
- The individuals or entities acting as Offeror or with an ownership interest in the Offeror have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal.

- The individuals or entities seeking participation in this Concession Contract have not had one or more public transactions (federal, state or local) terminated for cause or default within the three-year period preceding the submission of the Proposal.

The Offeror, by submitting this Proposal hereby agrees, if selected for award of the Draft Contract:

- 1) To the minimum requirements of the Draft Contract as identified in this Prospectus.
- 2) To complete the execution of the final Concession Contract within the time provided by the National Park Service when it presents the contract for execution.
- 3) To commence operations under the resulting Concession Contract on the effective date of the Concession Contract.
- 4) To operate under the current National Park Service approved rates until such time as amended rates may be approved by the National Park Service.
- 5) To acquire the Leaseholder Surrender Interest of the Existing Concessioner under the terms of the Existing Contract (both terms as defined in the Business Opportunity section of this Prospectus).
- 6) To acquire the personal property identified in Amendments 4 and 5 to the Existing Contract for the values identified within those amendments.
- 7) [Include only if the Offeror is not yet in existence.] To provide the entity that is to be the Concessioner under the Draft Contract with the funding, management, and other resources required under the Draft Contract and/or described in our Proposal.
- 8) [Include only if the Offeror is a business entity, rather than an individual] To deliver to the Regional Director within 10 days following the announcement of the selection of the Offeror as the Concessioner, current copies of the following:
  - Certificate from its state of formation indicating that the entity is in "good standing" (if such form is issued in that state for Offeror's type of business entity);
  - Governing documents of Offeror (e.g. Articles of Incorporation and By-Laws for corporations; Operating Agreement for LLCs; Partnership Agreement for Partnerships; or Venture Agreement for Joint Ventures); and
  - If the business entity was not formed in the State of Alaska, evidence that it is qualified to do business there.

NAME OF OFFEROR (or OFFEROR-GUARANTOR(s): \_\_\_\_\_

If the Offeror is not yet in existence as of the time of submission – list all entities if more than one and clearly indicate that the entity is an Offeror-Guarantor).

BY \_\_\_\_\_ DATE \_\_\_\_\_  
(Type or Print Name)

ORIGINAL SIGNATURE \_\_\_\_\_

TITLE \_\_\_\_\_

ADDRESS \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

(END OF OFFEROR'S TRANSMITTAL LETTER)

**CERTIFICATE OF BUSINESS ENTITY OFFEROR**  
(OR OF OFFEROR-GUARANTOR IF OFFEROR IS NOT YET FORMED)  
(Offerors who are individuals should skip this certificate)

I, \_\_\_\_\_, certify that I am the \_\_\_\_\_ of the [specify one] corporation/partnership/limited liability company/joint venture named as Offeror (or Offeror-Guarantor, if applicable) herein; that I signed this proposal for and on behalf of the Offeror (or Offeror-Guarantor, if applicable), with full authority under its governing instrument(s), within the scope of its powers, and with the intent to bind the entity.

NAME OF ENTITY: \_\_\_\_\_

BY \_\_\_\_\_ DATE \_\_\_\_\_  
(Type or Print Name)

ORIGINAL SIGNATURE \_\_\_\_\_

TITLE \_\_\_\_\_

ADDRESS \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

## ANILCA SECTION 1307 PREFERRED OPERATOR APPLICATION

Please refer to the ANILCA Section 1307 regulations, referenced in the Proposal Instructions (Preferred Offeror), to answer the following questions:

Is the entity making this proposal seeking to be qualified as a local resident, as defined in 36 CFR §13.305, for the services proposed under this prospectus?

☐

Yes

☐

No

To qualify as a local resident, each of the following elements must be met **and you must provide documentation**, as described in the regulations, to establish each element.

### **INDIVIDUALS:**

Has the Offeror lived within the local area<sup>1</sup> for 12 consecutive months before the date this Prospectus was issued (see issue date on inside cover)?

☐

Yes

☐

No

Has the Offeror maintained his or her primary permanent residence and business within the local area?

☐

Yes

☐

No

Whenever absent from this primary permanent residence, does the Offeror intend to return to it?

☐

Yes

☐

No

Documentation of the location of an individual's primary, permanent residence and business may include, but is not limited to, the permanent address indicated on licenses issued by the State of Alaska, tax returns and voter registration.

### **CORPORATIONS, PARTNERSHIPS, JOINT VENTURES, AND LIMITED LIABILITY COMPANIES:**

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<sup>1</sup> Local area means an area in Alaska within 100 miles of the location within the Park area where any of the applicable visitor services are authorized to be provided.

Is the controlling interest<sup>2</sup> in the entity held by an individual or individuals who qualify as local resident(s) (see above)?

☐

Yes

☐

No

If Yes, provide a list of the individuals with ownership interests in the entity, identifying the ownership interest of each individual (the total should add up to 100%). Also provide entity documentation that clearly identifies the interests of each individual in the entity.

For each local resident for which local preference is being claimed, provide documentation of the location of an individual's primary, permanent residence and business. Such documentation may include, but is not limited to, the permanent address indicated on licenses issued by the State of Alaska, tax returns, and voter registration.

**NON-PROFIT CORPORATIONS:**

Do a majority of the board members qualify individually as local residents (see above)?

☐

Yes

☐

No

Do a majority of the officers qualify individually as local residents?

☐

Yes

☐

No

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<sup>2</sup> Controlling interest means, in the case of a corporation, an interest, beneficial or otherwise, of sufficient outstanding voting securities or capital of the business so as to permit the exercise of managerial authority over the actions and operations of the corporation or election of a majority of the board of directors of the corporation.

Controlling interest in the case of a partnership, limited partnership, joint venture, or individual entrepreneurship, means a beneficial ownership of or interest in the entity or its capital so as to permit the exercise of managerial authority over the actions and operations of the entity. In other circumstances, *controlling interest* means any arrangement under which a third party has the ability to exercise management authority over the actions or operations of the business.



**MOST DIRECTLY AFFECTED NATIVE CORPORATIONS**

Are you applying for "most directly affected Native corporation" status, as defined in 36 CFR Part 13, Subpart E? *If yes, provide the documentation to support this determination, as described below.*<sup>3</sup>

☐

Yes

☐

No

Per 36 CFR §13.325(d), a Native Corporation that did not apply for this determination in connection with an earlier visitor services authorization may apply for a determination that it is an equally affected Native Corporation. Native corporations applying for this status must provide the information requested below:

- 1) Name, address, and phone number of the Native Corporation; date of incorporation; its articles of incorporation and structure;
- 2) Location of the corporation's population center or centers and historical and traditional use and land-ownership patterns and their effects on the Native Corporation as a result of the expansion or establishment of Denali National Park & Preserve,
- 3) An assessment of the socioeconomic impacts, including historical and traditional use and land-ownership patterns and their effects on the Native Corporation as a result of the expansion or establishment of Denali National Park & Preserve;
- 4) Any additional information you consider relevant.

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<sup>3</sup> Doyon Limited, AHTNA Regional Corporation, Cook Inlet Regional Corporation, and MTNT village corporation all have been determined by the National Park Service to be Native corporations "most directly affected" by the establishment of Denali National Park and Preserve and consequently are Preferred Operators. Other Native Corporations may apply for this same determination in conjunction with this solicitation.

## SELECTION FACTORS

### Response Format

- Please number each page and section in your completed proposal. Add information to your proposal only to the extent that it is necessary and relevant to respond to the factor. Each page should have a heading identifying the selection factor and subfactor to which the information contained on the page responds. It is important that your response stays within the organizational framework in the Proposal Package and provides all relevant information directly in response to each selection factor. The Service may consider relevant information contained elsewhere in a proposal in assessing the proposal's response to each particular selection factor.
- Where page limits are set out in the Proposal Package, the Service will not review or consider the information on any pages that exceed the page limitations stated, including attachments, appendices, or other additional materials the Offeror submits. The Service would like to see clear and concise answers. A longer answer will not necessarily be considered a better answer.
- The Service considers text on two sides of one sheet of paper as two pages.
- Offerors must use normal sized font, such as 11 or 12 point, and 1 inch margins on all sides, in the body of the proposal. This standard also applies to all tables, charts, graphs, and provided forms. The Service will accept images of sample material using less than 11 point font.

### **PRINCIPAL SELECTION FACTOR 1. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROTECTING, CONSERVING, AND PRESERVING RESOURCES OF THE PARK. (0-5 POINTS)**

#### **Service Objectives:**

*The Service objectives for this Principal Selection Factor are for the Concessioner to assist the Service in protecting wildlife, wilderness characteristics, and the visitor experience.*

#### **Subfactor 1(a). Operating the Transportation System to Protect Park Resources**

Pursuant to the Denali Park Road Vehicle Management Plan (VMP) Alternative D (the selected alternative), the maximum level of daily vehicle use on the restricted section of the Denali Park Road is 160 vehicles per 24-hour period. Of the 160, the Concessioner is allocated a total of 91 Transit, Tour, and Commercial Charter trips daily during the Core Operating Season, nearly 60% of total daily vehicle use.

Under the VMP, the Service will manage the restricted section of the Denali Park Road to achieve specific desired conditions. Through the use of indicators and standards, the current visitor experience and resource condition will be maintained or improved. The Service will monitor all vehicle traffic including the Concessioner's transportation operations to determine if standards in the VMP are met. Pages 86 and 87 of Appendix N of this prospectus, the Final VMP, describe the indicators and the associated standards that the Service will use to manage for the desired conditions (See charts below). These include The Number of Vehicles in a Viewshed, The Number of Vehicles at a Wildlife Stop, The Number of Vehicles in a Rest Stop, Hiker Wait Times, and Sheep Gap Spacing. In support of the hiker wait time indicator, Part 6 (P), of the Operating Plan, Exhibit B to the Draft Contract, requires Concessioner bus drivers and Eielson Visitor Center dispatchers to record hiker wait times.

Using not more than five (5) pages, describe business practices you will implement to ensure your transportation service and all of its supporting areas are best positioned to meet or exceed standards for Viewsheds, Wildlife Stops and Hiker Wait Times. Specifically address the following areas:

- 1) Measurable ways you will manage and account for bus driver practices in an effort to meet the standards (e.g., training and/or mentoring programs, communication, scheduling).

- 2) Your strategy for collecting accurate hiker wait time and delivering the data to the Service in a timely and efficient manner.

**Subfactor 1(b). Wildlife-Human Interaction**

At Denali National Park, human/wildlife interaction is a particular concern that requires continuing education, training, and vigilance. To this end, the Concessioner must operate to minimize impacts to wildlife and maximize the safety of visitors and employees.

Using not more than 4 pages, describe:

- 1) Your program, including specific actions and goals you will use to communicate to visitors the importance of and best practices for minimizing the impacts of their behavior on wildlife.
- 2) How you will measure and monitor the effectiveness of your program.
- 3) How you will translate the results of your monitoring program into continued improvement.

Indicator	Standard		
	Wildlife Viewing Subzone 1	Wildlife Viewing Subzone 2	Wildlife Viewing Subzone 3
<b>Number of vehicles at a wildlife stop</b>	At least 75% of wildlife stops will have 3 or fewer vehicles, averaged over 5 years.  No one year will have less than 70% of wildlife stops with 3 or fewer vehicles.	At least 75% of wildlife stops will have 2 or fewer vehicles, averaged over 5 years.  No one year will have less than 70% of wildlife stops with 2 or fewer vehicles.	At least 75% of wildlife stops will have 1 or fewer vehicles, averaged over 5 years.  No one year will have less than 70% of wildlife stops with 1 or fewer vehicles.
	At least 90% of wildlife stops will have 4 or fewer vehicles, averaged over 5 years.  No one year will have less than 85% of wildlife stops with 4 or fewer vehicles.	At least 90% of wildlife stops will have 3 or fewer vehicles, averaged over 5 years.  No one year will have less than 85% of wildlife stops with 3 or fewer vehicles.	At least 90% of wildlife stops will have 2 or fewer vehicles, averaged over 5 years.  No one year will have less than 85% of wildlife stops with 2 or fewer vehicles.
	At least 95% of wildlife stops will have 5 or fewer vehicles, averaged over 5 years.  No one year will have less than 90% of wildlife stops with 5 or fewer vehicles.	At least 95% of wildlife stops will have 4 or fewer vehicles, averaged over 5 years.  No one year will have less than 90% of wildlife stops with 4 or fewer vehicles.	At least 95% of wildlife stops will have 3 or fewer vehicles, averaged over 5 years.  No one year will have less than 90% of wildlife stops with 3 or fewer vehicles.
<b>Number of vehicles in a view-scape</b>	At least 85% of the time during bus operating hours, there will be 3 or fewer vehicles visible in the Mile 26 viewshed.  No one year will have less than 80% of the time during bus operating hours having 3 or fewer vehicles visible in the Mile 26 viewshed.	At least 85% of the time during bus operating hours, there will be 2 or fewer vehicles visible in the Miles 55 and 62 viewsheds.  No one year will have less than 80% of the time during bus operating hours having 2 or fewer vehicles visible in the Miles 55 and 62 viewsheds.	At least 85% of the time during bus operating hours, there will be 1 or fewer vehicles visible in the Mile 68 viewshed.  No one year will have less than 80% of the time during bus operating hours having 1 or fewer vehicles visible in the Mile 68 viewshed.
	At least 95% of the time during bus operating hours, there will be 4 or fewer vehicles visible in the Mile 26 viewshed.  No one year will have less than 90% of the time during bus operating hours having 4 or fewer vehicles visible in the Mile 26 viewshed.	At least 95% of the time during bus operating hours, there will be 3 or fewer vehicles visible in the Miles 55 and 62 viewsheds.  No one year will have less than 90% of the time during bus operating hours having 3 or fewer vehicles visible in the Miles 55 and 62 viewsheds.	At least 95% of the time during bus operating hours, there will be 2 or fewer vehicles visible in the Mile 68 viewshed.  No one year will have less than 90% of the time during bus operating hours having 2 or fewer vehicles visible in the Mile 68 viewshed.

Indicator	Standard		
	Wildlife Viewing Subzone 1	Wildlife Viewing Subzone 2	Wildlife Viewing Subzone 3
<b>Number of vehicles parked at one time at</b>			
<b>Teklanika Rest Stop</b>	No more than 12 buses at one time with a total of no more than 16 vehicles.		
<b>Toklat Rest Stop</b>		No more than 11 buses at one time with a total of no more than 16 vehicles.	
<b>Eielson Visitor Center</b>		No more than 10 buses at one time with a total of no more than 19 vehicles.	
<b>Hiker Wait Time</b>	At least 75% of hikers will have wait times of less than 30 minutes for pick-up by a bus, averaged over 5 years.		
	No one year will have less than 70% of hikers with wait times of less than 30 minutes.		
	At least 95% of hikers will have wait times less than 60 minutes for pick-up by a bus, averaged over 5 years.		
	No one year will have less than 93% of hikers with wait times of less than 30 minutes.		
	At least 99% of hikers will have wait times of less than 90 minutes for pick-up by a bus, averaged over 5 years.		
<b>Sheep Gap Spacing</b>	No one year will have less than 98% of hikers with wait times of less than 90 minutes.		
<b>Sheep Gap Spacing</b>	Milepoint 21.6 will have at least a 10 minute gap in traffic every hour with a 95% success rate (23 of 24 hours with gaps), averaged over 5 years.	Milepoints 37.6, 52.8 and 60.6 will have at least a 10 minute gap in traffic every hour with a 95% success rate (23 of 24 hours with gaps), averaged over 5 years.	Milepoint 68.5 will have at least a 10 minute gap in traffic every hour with a 95% success rate (23 of 24 hours with gaps), averaged over 5 years.
	No one year will have less than a 90% success rate (22 of 24 hours).	No one year will have less than a 90% success rate (22 of 24 hours).	No one year will have less than a 90% success rate (22 of 24 hours).

**PRINCIPAL SELECTION FACTOR 2. THE RESPONSIVENESS OF THE PROPOSAL TO THE OBJECTIVES, AS DESCRIBED IN THE PROSPECTUS, OF PROVIDING NECESSARY AND APPROPRIATE VISITOR SERVICES AT REASONABLE RATES. (0 - 5 POINTS)****Service Objectives:**

*The Service objectives for this Principal Selection Factor are for the Concessioner to provide high-quality visitor service, at reasonable rates and in a safe manner that contributes positively to visitors' overall experience of their Park visit. Though there are many factors that are important in meeting this objective, the Service has chosen to focus on the following areas:*

- 1) *Tour and Transit Services*
- 2) *Safe and Reliable Transportation*

**Subfactor 2(a). Ability to Provide High Quality Tour and Transit Visitor Services**

One of the premier experiences in Denali National Park and Preserve is riding a bus into the park to see, enjoy, and learn about the resources of the park. In addition, some visitors seek opportunities to enjoy off-bus activities with professional interpretive programs or guided interpretive talks as part of the tour.

Using no more than 10 pages, describe:

- 1) How you will inform independent travelers and others of the full portfolio of transportation options.
- 2) Your plan for off-bus activities on some of the short tours.
- 3) How you will incorporate new emerging technologies into the interpretive experience and off-bus activities.
- 4) Your long tour lunch service, including how you will provide healthy food choices, accommodate special meal requests, and meet a broad array of food preferences. Also describe your method for safely transporting the food on the park road.
- 5) How you will minimize delays to park visitors associated with bus breakdowns. A better answer may include staging a response bus in the interior of the park,

**Subfactor 2(b). Ability to Provide Safe and Reliable Transportation to Visitors**

The Concessioner must provide a safe, dependable bus fleet that can accommodate a broad range of visitors. After reviewing the Operating Plan, address the following:

- Using not more than 5 pages, describe how your driver training program will exceed the requirements in the Operating Plan. (See Section 6(d) of the Operating Plan, Exhibit B to the Draft Contract)
- Using not more than 5 pages, describe your plan for providing a safe and dependable bus fleet. Include any maintenance practices that will enhance the reliability and or safety of the fleet. The following areas are of particular importance to the Service:
  - a) Fleet service life-cycle and replacement standards (i.e., based on mileage and road conditions).
  - b) Preventive maintenance standards.
  - c) Safety inspections and quality control.

**PRINCIPAL SELECTION FACTOR 3. THE EXPERIENCE AND RELATED BACKGROUND OF THE OFFEROR, INCLUDING THE PAST PERFORMANCE AND EXPERTISE OF THE OFFEROR IN PROVIDING THE SAME OR SIMILAR VISITOR SERVICES AS THOSE TO BE PROVIDED UNDER THE CONCESSION CONTRACT. (0-5 POINTS)**

**Note to Offeror:** To assist in the evaluation of proposals under this and other selection factors, provide the following information regarding the organizational structure of the business entity that will execute the Draft Contract. This organizational structure information will not be scored for selection purposes, but may be used for assessing responses to various selection factors. If the Offeror is not yet in existence, the Offeror-Guarantor should describe its own experience and explain how such experience will carry over to the Offeror entity.

**Offeror's Organizational Structure**

Describe the entity with which the National Park Service will contract, specifying whether it is currently in existence or is to be formed. Clearly define the Offeror's relationship to all superior and subordinate entities. Identify the entity, if other than the Offeror, that has the authority to allocate funds, hire and fire management employees of the Offeror. Identify any individual or business entity that holds or will hold a controlling interest in the Offeror. If the Offeror is an unincorporated sole proprietorship, identify and provide information about the individual who owns and operates the business. If the Offeror is a limited liability company, a partnership, or a joint venture, identify and provide information about each managing member or general partner or venturer, respectively.

Submit your organizational documents (e.g., partnership agreement, articles of incorporation, operating agreement).

Using the appropriate Business Organization Information form (as applicable) at the end of this section, identify the Offeror and each business entity and/or individual to be involved in the management of the proposed concession operation. Use the form appropriate for your business entity or sole proprietorship and include all information necessary to make the relationship among the parties clear. When completed, the Business Organization Information form should convey the following information:

- 1) Full legal name of the Offeror *and any trade name* under which it proposes to do business.
- 2) The legal form of the Offeror, if other than an individual.
- 3) The name, address and, if applicable, form of business entity of all owner(s) of the Offeror, including, without limitation, all levels of parent organizations, their relationship to the Offeror, and the precise extent of their ownership interests.
- 4) The name, address and, if applicable, form of business entity of all related, subordinate, or superior business organizations and/or individuals that will have a significant role in managing, directing, operating, or otherwise carrying out the services to be provided by the Offeror. Describe in detail how these relationships will work formally and in practice. - Use additional pages if the information does not fit within the forms provided.
- 5) If applicable, the length of Offeror's existence as a business entity.

**Subfactor 3(a). Operational Experience**

Using no more than 10 pages, and using a matrix format, provide two (2) examples of past experience for each of the following operations.

Transportation

- a) Name and location of operation.
- b) Brief description of transportation services offered (i.e., type, distance and time of routes).
- c) Operating season information and seasonal adjustments you made, including any changes to operations during non-peak seasons and/or hours.

- d) Size of operation: number of vehicles, passenger capacities, gross revenues for the most recent three years of operation, and service volume (i.e., number of passengers/departures).
- e) Current status of business (i.e., owned and operated by Offeror, sold, open but no longer operated by Offeror, closed, etc.).
- f) Number of employees: full-time employees, part-time employees, and seasonal employees.
- g) Dates of operations.

#### Interpretation

- a) Brief description of interpretive services offered (i.e., type of program and length).
- b) Size of the interpretive operation (number of employees, visitors served).
- c) Extent of planning, training, coaching, and evaluation of interpretive staff.
- d) Dates of operations.

#### Food and Beverage

- a) Type of food service (e.g., prepackaged, limited service, cafeteria, catering).
- b) Number of seats or capacity.
- c) Annual number of covers by meal period during most recent completed year/season.
- d) Dates of operations.

#### Campground

- a) Type of camping services (e.g., RVs and tents).
- b) Number of campsites.
- c) Average annual number of sites occupied and occupancy rates.
- d) Dates of operations

#### Planning, Design and Construction of Facilities

- a) Brief Description of Project
- b) Cost of construction project

### **Subfactor 3(b). Human Resources**

Offerors must demonstrate a commitment to excellence in providing personnel with professional experience, education, and skill to carry out the responsibilities of the Draft Contract. Provide the following information:

#### 1) Staffing Qualifications

Using not more than 4 pages and the format provided, describe your management team, listing the function and necessary qualifications for the individuals you will employ in the listed positions. Offerors can specify additional personnel. Do not submit resumes or describe the qualifications of specific individuals.

Minimum Qualification Information (Offerors may provide more information than called for in this table)		
	Work/Educational Experience	Certifications (if applicable)
<b>General Manager</b>		
<b>Transportation Manager</b>		
<b>Retail Manager</b>		
<b>Food &amp; Beverage Manager</b>		
<b>Staff Training Manager</b>		
<b>Interpretive Manager</b>		
<b>Facility Maintenance Manager</b>		



<b>Vehicle Fleet Manager</b>		
<b>Environmental Manager</b>		
<b>Reservations Manager</b>		
<b>Other (<i>Offeror to propose</i>)</b>		

2) Recruitment and Retention

High-quality, skilled and motivated employees are a critical component for providing high quality visitor services. Specifically, the Concessioner faces the staffing challenges of an isolated location and a seasonal operation with very few year-round employment opportunities.

- a) Using no more than 3 pages, describe how you have recruited and retained excellent management and staff employees and how you encourage them to return for another season.
- b) Using no more than 3 pages, Provide two examples of different staffing challenges you have successfully met. A better answer includes at least one example that describes a seasonal operation in an isolated location and should demonstrate how you analyzed the situation and tailored specific solutions to meet the identified challenge

**Subfactor 3(c). Violations or Infractions**

The Service is aware that any business may receive the occasional notice of violation, penalty, fine, less than satisfactory public health rating, or similar regulatory notice from a federal, state, or local agency (hereinafter collectively referred to as "Infractions"). The Service is interested in understanding how your business manages these Infractions.

In responding to this subfactor, you need to consider the Offeror and all of its principals (for corporations, their executive officers, Directors, and controlling shareholders; for partnerships, their general partners; for limited liability companies, their managing members and managers, if any; and for joint ventures, each venturer) and all parent entities, subsidiaries or related entities under the primary organizational entity (such as, a parent corporation and all subsidiaries), that **provide the same or similar services as required or authorized by the Draft Contract**, collectively referred to as "Related Entities, whether as a principal or employee of Offeror or otherwise.

If the Offeror has not yet been formed, each Offeror-Guarantor must respond to the items in this sub-factor for itself and its Related Entities as identified above.

For each Offeror or Offeror-Guarantor, and their respective Related Entities, provide the following:

- 1) List of Infractions. Identify Infractions issued by a federal, state or local regulatory agency in the last five years. Do NOT submit copies of the Infraction report; submit in a tabular format.
  - a) The basis for the Infraction
  - b) The regulatory agency that issued the Infraction
  - c) When the Infraction was issued
  - d) How the Related Entity addressed the Infraction
  - e) How the Related Entity ensured the problem was minimized or would not recur
- 2) Describe the Related Entities you considered and explain if you excluded other Related Entities, and, if so, why.
- 3) Disclose the federal, state, and local regulatory agencies you considered in responding to this subfactor.

- 4) In 5 pages or less, including all text, pictures, graphs, etc., describe your overall strategy to minimize Infractions and how you resolve, or plan to resolve, infractions when they do occur.

**FORM 1**

<b>BUSINESS ORGANIZATION INFORMATION</b> <b>CORPORATION, LIMITED LIABILITY COMPANY, PARTNERSHIP OR JOINT VENTURE</b> <b>(PRINCIPAL SELECTION FACTOR 3)</b>
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*Complete a separate form for the submitting business entity and any parent entity.*

<b>Name of Entity and Trade-name -if any</b>	
<b>Address</b>	
<b>Telephone Number</b>	
<b>Fax Number</b>	
<b>Email Address</b>	
<b>Contact Person</b>	
<b>Title</b>	
<b>Tax ID#</b>	
<b>State of Formation</b>	
<b>Date of Formation</b>	

<b>OWNERSHIP</b>	<b>PERCENTAGE OF OWNERSHIP INTERESTS</b>	<b>CURRENT VALUE OF INVESTMENT</b>
Names and Addresses of those with controlling interest and/or key principals of the business		
Total Interests Outstanding and Type(s):		

<b>OFFICERS AND DIRECTORS OR GENERAL PARTNERS OR MANAGING MEMBERS OR VENTURERS</b>	<b>ADDRESS</b>	<b>TITLE AND/OR AFFILIATION</b>

**Attach the following:**

- Description of relationship of any Offeror-Guarantor to the Offeror with respect to funding and management.

**FORM 2****BUSINESS INFORMATION  
INDIVIDUAL\* OR SOLE PROPRIETORSHIP  
(PRINCIPAL SELECTION FACTOR 3)**

<b>Name of Individual and Tradename, if Any**</b>	
<b>Address</b>	
<b>Telephone Number</b>	
<b>Fax Number</b>	
<b>Email Address</b>	
<b>Contact Person (if other than the Offeror)</b>	
<b>Tax ID #</b>	
<b>Years in Business (of same type as required service(s))</b>	
<b>Current Value of Business</b>	
<b>Role in Providing Concession Service(s)</b>	

\*Due to difficulties determining authority to act and ownership, the Service will not accept a proposal from a spouse jointly as a purported business entity. Either one individual must serve as the Offeror or the spouse must form a corporation, partnership, or limited liability company to serve as Offeror.

\*\*If the sole proprietorship acts under a name other than that of its owner (i.e., does business as "company name"), also add the jurisdiction where the company's trade name is registered, if any.

**PRINCIPAL SELECTION FACTOR 4. THE FINANCIAL CAPABILITY OF THE OFFEROR TO CARRY OUT ITS PROPOSAL (0-5 POINTS)****Notes to Offeror:**

*In the event the Offeror is not yet in existence, provide the information described below with respect to both the to-be-formed Offeror and the Offeror-Guarantor(s). The submission must include a letter from each Offeror-Guarantor that unconditionally states and guarantees the Offeror-Guarantor will provide the Offeror with all funding, management and other resources that the Draft Contract requires and the proposal offers.*

*All forms are provided electronically on the enclosed compact disk. The Offeror must complete all forms provided and submit both a hard copy and an Excel spreadsheet file.*

*Failure to provide the required documentation may lead to the National Park Service determining your offer is non-responsive and ineligible for award of the Draft Contract*

**Subfactor 4(a). Demonstrate that you have a credible, proven track record of meeting your financial obligations. The Offeror (or each Offeror-Guarantor) must provide comprehensive materials to demonstrate that it has a history of meeting its financial obligations by providing the following:**

- 1) The completed and certified Business History Information form provided at the end of this section. If the Offeror is not yet formed, include a Business History Information form for each Offeror-Guarantor.
- 2) A complete credit report in the name of the Offeror that includes scores and is dated within six months prior to the date of the proposal. The report must be from a major credit reporting company such as Equifax, Experian, TRW, or Dun & Bradstreet. If the Offeror is not yet formed, include a credit report for each Offeror-Guarantor.

**Subfactor 4(b). Demonstrate the Offeror's business experience and financial capacity by providing the following:**

Submit the Offeror's audited financial statements for the two most recent fiscal years, with all notes to the financial statements. Audited financial statements must be provided for any individual Offerors, general partners in a partnership, and all venturers in a joint venture. If the Offeror is not yet formed, submit audited financial statements for each Offeror-Guarantor.

**If audited financial statements are not available:** Explain in detail why they are not available **AND** submit:

- **Reviewed financial statements.**

If reviewed financial statements are not available, explain in detail why they are not available and submit:

- **Business financial statements.** The Offeror (or Offeror-Guarantor(s), as applicable) must submit its financial experience including financial statements that are certified as to accuracy and completeness by an authorized officer of the entity.

If business financial statements are not available, explain in detail why they are not available and submit:

- **Personal financial statements.** The Offeror (or Offeror-Guarantor(s), as applicable) must submit personal financial statements for each of the Offeror's principals (as described under Offeror's Organizational Structure in Principal Selection Factor 3) certified as to accuracy and completeness by the submitting individual.

**Subfactor 4(c). Demonstrate that your proposal is financially viable and that you understand the financial obligations of the Draft Contract by providing the following:**

Your estimate of the acquisition and start-up costs of this business using the Initial Investment and Start-Up Expense and the Initial Investments and Start-Up Expense Assumptions forms included in the Excel spreadsheets provided as an Appendix to the prospectus. Explain fully the methodology and the assumptions used to develop the estimate. The information provided should be of sufficient detail to allow a reviewer to understand how the estimates were determined. If you are the Existing Concessioner and do not anticipate any additional initial investment or start-up costs, please state that you consider the current personal property and assets adequate to operate this concession opportunity successfully.

Using the Excel spreadsheets provided as an Appendix to the prospectus, complete the Income Statement and Income Statement Assumptions forms and the Cash Flow Statement and the Cash Flow Statement Assumptions forms found in tabs within the Excel workbook. Provide estimates of prospective revenues and expenses of the concession business in the form of annual prospective income and cash flow statements for the entire term of the Draft Contract. Also complete the Recapture of Investment and the Recapture of Investment Assumptions forms. Recapture amounts should also be included in the cash flow proforma, not the proforma income statement.

Below are some general notes regarding the provided forms found in the Appendices attached to the Prospectus.

- The Service has provided forms that request the information in the format it desires. These forms may differ from the format and requirements set forth in generally accepted auditing standards (GAAS) with regard to prospective financial statements. The Service does NOT request that the prospective financial statements be reviewed in accordance with GAAS.
- Do not add or eliminate rows on the Excel spreadsheets provided in the appendix. Columns should not be deleted; however, columns may be added to reflect the number of years in the Draft Contract term, if necessary. If you wish to provide additional information, do so in additional spreadsheets, outside of the ones provided. If additional information is provided, clearly identify how it fits into the income statement, cash flow, and/or assumption tables. For the purpose of the pro forma statements use the calendar year as the fiscal year.
- Provide a clear and concise narrative explanation of the method(s) used to prepare the estimates and the assumptions on which your projections are based. Information must be sufficiently detailed to provide a full understanding of how the estimates were determined.
- Complete all of the forms provided and submit both a hard copy and an electronic Excel workbook file.

**Subfactor 4(d). Demonstrate your ability to obtain the required funds for start-up costs under the Draft Contract by providing credible, compelling documentation, particularly evidence from independent sources, such as bank statements, audited or reviewed financial statements, and signed loan commitment letters. Fully explain the financial arrangements you propose, using the following guidelines.**

The more definite the terms stated in the documentation, the more credible the Service is likely to find the Offeror's ability to obtain the required funds.

- 1) If funds are to be obtained from cash on hand or operating cash flows from the Offeror's current business, document each source and the availability of these funds by providing your previous and current audited financial statements for the two most recent fiscal years, with all notes to the financial statements (see 4(b) above if audited financial statements are not available). Depending on the Offeror's form of entity, provide audited financial statements for any individual Offerors, general partners in a partnership, and all venturers in a joint venture.

If the Offeror is not formed and the Offeror-Guarantor is funding the required start-up costs, provide for each Offer-Guarantor the documentation for the appropriate type of Offer-Guarantor (individual, business entity) as described below

- 2) If funds are to be obtained from lending institutions (banks, savings and loans, etc.), provide supporting documents including but not limited to documents that describe the approximate amount of the loan, the term of the loan and any proposed encumbrances on the Draft Contract. Include a letter (addressed to the National Park Service from the lender on the lending institution's letterhead) stating the amount of funds available to the Offeror at the date of the letter. In addition, the letter must outline the Financial Institution's historical relationship with the Offeror. Specifically, the Financial Institution should provide the following information: number of years of the relationship; description and amount of all credit facilities extended along with their average annual outstanding balance and current outstanding balance; current account balance; and statement of whether the Offeror has met all obligations with the Financial Institution as required.
- 3) If funds are to be obtained from an individual, or a business entity whose primary fund source is an individual, provide the following as appropriate with respect to such individual:
  - Signed funding commitment from the individual (stating the approximate amount of the loan, the term, and any proposed encumbrances on the Draft Contract)
  - Current personal financial statement certified as to accuracy and completeness by the individual submitting it
  - Current bank/financial institution documents that verify the account(s) and account balance(s) for the primary fund source
  - Documentation of any assets to be sold
  - Any other assurances or documents that demonstrate that the funds are available.
- 4) If funds are to be obtained from working capital liabilities (such as advance deposits), please provide estimates and a rationale for each estimate. The information provided should be of sufficient detail to allow a reviewer to fully understand how the estimates were determined.
- 5) If funds are to be obtained from another source (e.g., a business entity whose primary fund source is not an individual), provide the following as appropriate:
  - Signed funding commitment from the fund source stating the approximate amount of the loan, the term, and any proposed encumbrances on the Draft Contract.
  - Current audited financial statements for the most recent year. (see 4(b) above if audited financial statements are not available)
  - If the current audited financial statements do not show evidence that the source has the necessary funds to make the funding commitment, provide additional documentation.

**NOTE:** *If the Offeror is obtaining even a part of the necessary funds from another, the Service must be able to determine from the documents submitted that the Offeror is highly likely to obtain either a stated amount or an unlimited amount of funding from an entity with sufficient financial capability to provide the funds.*

**BUSINESS HISTORY INFORMATION FORM  
(PRINCIPAL SELECTION FACTOR 4 - SUBFACTOR 4A )**

Business history information should be provided for the Offeror AND all parent companies. If the Offeror is not formed, provide a business history form for each Offeror-Guarantor.

The information provided below is for the entity:\_\_\_\_\_

- 1) Has Offeror ever defaulted from or been terminated from a management or concession contract, or been forbidden from contracting by a public agency or private company?

☐ YES

☐ NO

If YES, provide full details of the circumstances.

- 2) List any Bankruptcies, Receiverships, Foreclosures, Transfers in Lieu of Foreclosure, and/or Work-Out/Loan Modification Transactions during the past five years. Include an explanation of the circumstances, including nature of the event, date, type of debt (e.g., secured or unsecured loan), type of security (if applicable), approximate amount of debt, name of lender, resolution, bankruptcy plan, and/or other documentation as appropriate. If none, check the box below. Otherwise, provide full details below.

☐ NONE

- 3) Describe any pending litigation or administrative proceeding (other than those covered adequately by insurance) which, if adversely resolved, could materially impact the financial position of the Offeror. If none, check the box below. Otherwise, provide full details below.

☐ NONE

- 4) Describe any lawsuit, administrative proceeding or bankruptcy case within the past five years that concerned the Offeror's alleged inability or unwillingness to meet its financial obligations. If none, check the box below. Otherwise, provide full details below.

☐ NONE

- 5) Describe any liens recorded against the Offeror within the past five years (whether from taxing authorities or judgments) and, if resolved, provide a copy of any lien release. If none, check the box below. Otherwise, provide full details below.

☐ NONE



**PRINCIPAL SELECTION FACTOR 5. THE AMOUNT OF THE PROPOSED MINIMUM FRANCHISE FEE AND OTHER FORMS OF FINANCIAL CONSIDERATION TO THE DIRECTOR. (0-4 POINTS)**

The minimum franchise fee acceptable to the Service is **eleven percent (11.0%)** of gross receipts.

The offer of a higher franchise fee than this minimum is generally beneficial to the Service and accordingly will generally result in a higher score under this selection factor, however, consideration of revenue to the United States is subordinate to the objectives of protecting, conserving, and preserving resources of the park area and of providing necessary and appropriate visitor services to the public at reasonable rates.

State the amount of franchise fee you propose. Such fee must be at least equal to the minimum franchise fee set forth above. Express this fee as a percentage of annual gross receipts. Do not propose a tiered franchise fee, e.g., 5.0% on the first \$10,000 of gross receipts, 6.0% on gross receipts between \$10,001 and \$25,000, or 7.0% on gross receipts from \$25,001 and above.

\_\_\_\_\_ percent of annual gross receipts

**SECONDARY SELECTION FACTORS**

**SECONDARY SELECTION FACTOR 1. THE QUALITY OF THE OFFEROR'S PROPOSAL TO CONDUCT ITS OPERATIONS IN A MANNER THAT FURTHERS THE PROTECTION, CONSERVATION, AND PRESERVATION OF THE PARK AND OTHER RESOURCES THROUGH ENVIRONMENTAL MANAGEMENT PROGRAMS AND ACTIVITIES, INCLUDING, WITHOUT LIMITATION, ENERGY CONSERVATION, WASTE REDUCTION, AND RECYCLING. (0-3 POINTS)**

**Subfactor 1(a). Solid Waste Reduction.**

- 1) Using no more than 3 pages, describe how you will reduce solid waste generated by your operation and how you will enhance recycling efforts in the park. At a minimum, your responses must describe a solid waste diversion and recycling program, including training, signage, containers, transport and the personnel necessary to support this effort, that exceed the requirements in Section C(1)(f), (g) and (h) of Exhibit H - Maintenance Plan.
- 2) Using no more than 1 page, identify how you will measure your waste reduction.

**Subfactor 1(b). Greenhouse Gas Emissions.**

The Service wants a Concessioner that is pro-active in reducing greenhouse gas emissions and the carbon footprint within the Park.

Using no more than 3 pages, describe the specific ways that you will achieve reduction of greenhouse gas emissions and carbon footprint through your day-to-day operations, including your vehicle fleet and future bus purchases. Your response should include goals, methods, and measurements of progress. Also include how often you will reevaluate these efforts during the term of the Draft Contract. The Service will not consider carbon offsets or other monetary mitigation alternatives.

**SECONDARY SELECTION FACTOR 2. THE ABILITY OF THE OFFEROR TO PROVIDE A FAIR AND EFFICIENT RESERVATION AND TICKETING SYSTEM THAT INTEGRATES CURRENT AND EMERGING TECHNOLOGIES. (0-3 POINTS)****Reservations and Ticketing**

The Concessioner must implement a fair, efficient, and fully integrated reservation and ticketing system for bus transportation and campground services. Refer to the Operating Plan (Exhibit B) Section 4(d) for more information concerning minimum requirements for the reservations and ticketing system.

Using no more than 5 pages, describe the reservation and ticketing system you intend to use, including the following:

- Methods of ticket sales and distribution that, at a minimum, include the Operating Plan requirements. Describe how your sales system will provide greater ticketing/reservation convenience for visitors and enhance operating efficiencies (e.g., reduce visitor wait times, improve scheduling, offer a greater range of booking options, and provide real-time seat availability).
- Explain your methodologies to ensure your reservation agents will have knowledge of the local area and issues specific to Denali National Park and Preserve to respond accurately to reservation questions.
- The Operating Plan requires the Concessioner to develop cancellation and refund policies for Tour, Transit, and Campgrounds. Refer to Operating Plan Section 4(d), Describe your reservation refund policy for transportation and campgrounds including, at a minimum:
  - i. reservation cancellations
  - ii. changes to existing reservations
  - iii. deadlines for reservation cancellations